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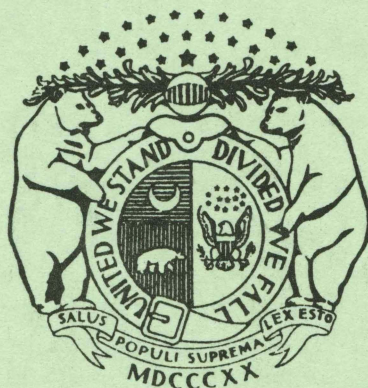
REPORT

OF THE

ADJUTANT GENERAL

State of Missouri

1 July 1987 - 30 June 1988



CHARLES M. KIEFNER

MAJOR GENERAL

THE ADJUTANT GENERAL

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**DEPARTMENT OF PUBLIC SAFETY
DIVISION OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD
HISTORY AND ORGANIZATION**

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard. Affiliated agencies also have lengthy records of service to the people of the state.

The Office of The Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces is, also, controlled by federal laws and military regulations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate, serving as military secretary and military chief of staff to the Governor. He is the administrative head of the military establishment of the state and administers the activities of two major affiliated agencies, the Division of Veterans Affairs and the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as are felt necessary to the Adjutant General. Senior active Army advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, sister state agencies, and foremost by the dedication of our employees and National Guard unit members. This report reflects their achievements.

ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A. J. Williams
1835-1839	Benjamin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Ferguson
1841-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner

MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The State mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the Federal mission is to provide trained and qualified individuals available for Federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

PRIMARY STAFF OFFICERS

Major General Frank C. Crooks
*Military Executive

Colonel James L. Pruitt
**State Maintenance Manager

Colonel Robert A. Morgan
**Chief of Staff, MOARNG

Colonel Billy W. Hawkins
**AVCRAD Supervisor

Colonel Allen L. Stark
**U.S. Property & Fiscal Officer

Colonel William E. Treu
**Exec Support Staff Officer-Air

Colonel Alvin B. Cobb
***Senior Army Advisor

Lieutenant Colonel James T. Weber
**Director of Information Management

Colonel Beverly J. Wolf
**G1

Captain Clinton Buckhall, Jr.
**Equal Employment Manager

Colonel Benjamin F. Dennison
**G3

Major Dennis L. Cruts
*Financial Manager (State)

Colonel Edward C. Gruetzemacher
**State Army Aviation Officer

Captain Barbara A. Branigan
**Staff Judge Advocate

Major Ronald L. Benward
**Support Personnel Management Officer

Chief Warrant Officer George White
**Safety Manager

Captain Paul J. Junkans
**Construction/Facilities Officer

Command Sergeant Major Bill Adams
**State Command Sergeant Major

Colonel Alan T. Shost
***Inspector General

Captain Kenneth R. MacNevin
**Public Affairs Officer

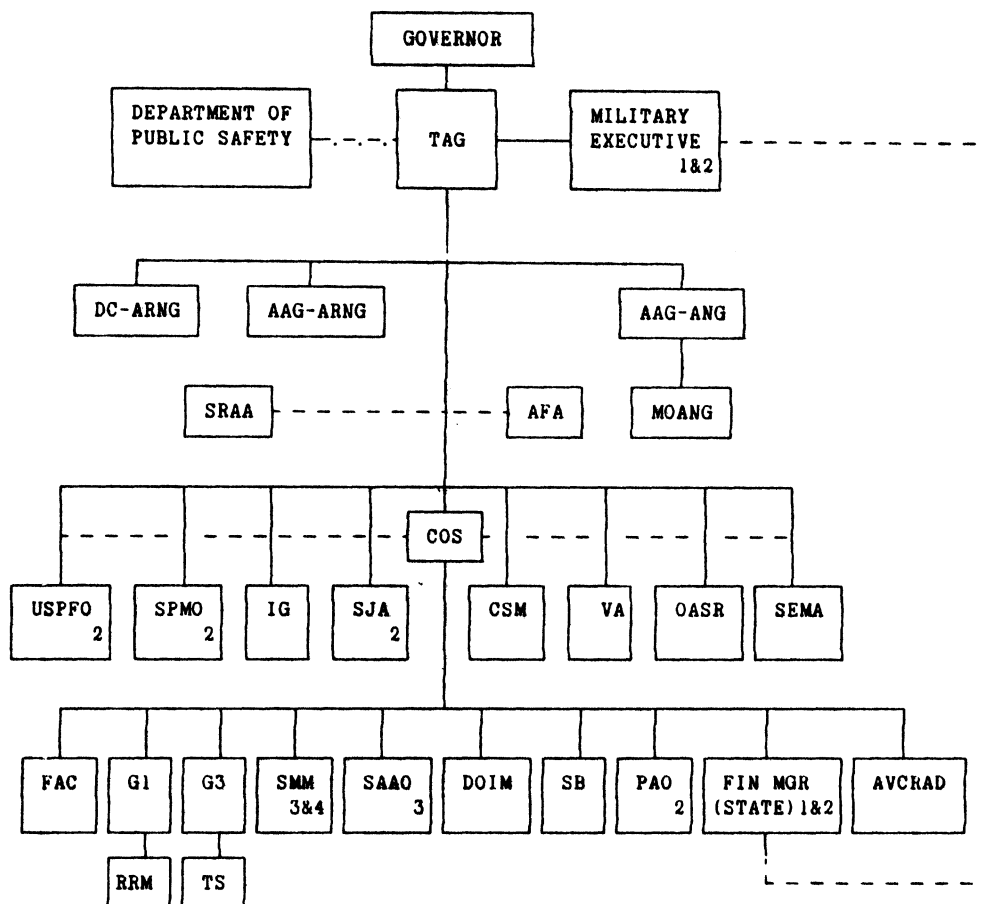
*denotes state position

**denotes federal position

***denotes regular Army Officer assigned by the Department of the Army

Department of Public Safety
Division of the Adjutant General

Organization Chart



————— COMMAND
 - - - - - COORDINATION
 - EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMS & UTS

AAG-ANG - ASSISTANT ADJUTANT GENERAL - AIR NATIONAL GUARD
 AAG-ARNG - ASSISTANT ADJUTANT GENERAL - ARMY NATIONAL GUARD
 AFA - AIR FORCE ADVISOR
 AVCRAD - AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT
 CSM - COMMAND SERGEANT MAJOR
 DOIM - DIRECTOR OF INFORMATION MANAGEMENT
 FAC - CONSTRUCTION & FACILITIES OFFICER
 FIN MGR - FINANCIAL MANAGEMENT OFFICER, STATE
 G1 - MILITARY PERSONNEL OFFICER
 G3 - PLANS, OPERATIONS & TRAINING OFFICER
 IG - INSPECTOR GENERAL
 MOANG - MISSOURI AIR NATIONAL GUARD
 MOARNG - MISSOURI ARMY NATIONAL GUARD
 OASR - OFFICE OF AIR SEARCH AND RESCUE
 PAO - PUBLIC AFFAIRS OFFICER
 RRM - RECRUITING AND RETENTION MANAGER
 SAAO - STATE ARMY AVIATION OFFICER
 SB - SAFETY BRANCH
 SEMA - STATE EMERGENCY MANAGEMENT AGENCY
 SJA - STATE JUDGE ADVOCATE
 SMM - STATE MAINTENANCE MANAGER
 SPMO - SUPPORT PERSONNEL MANAGEMENT OFFICER
 SRAA - SENIOR ARMY ADVISOR
 TS - TRAINING SITE
 USPFO - U S PROPERTY & FISCAL OFFICER
 VA - DIVISION OF VETERANS AFFAIRS

- CITY
- MOARNG FACILITY
- ★ MOARNG FACILITY (GROUND EQUIPMENT)
- ☆ MOARNG FACILITY (AVIATION EQUIPMENT)
- ⊙ MOARNG TRAINING SITE
- ▲ MOANG FACILITY



STATE AWARDS

MERITORIOUS SERVICE MEDAL. This medal is the highest honor awarded by the State of Missouri to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. The second highest honor awarded by the State. It may be awarded to Guardmembers and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only as tangible evidence of public recognition of commendable service, outstanding acts or achievement. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only to provide tangible evidence of public recognition who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retaining members. Oak Leaf Cluster will be presented for second or succeeding awards.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON. It is authorized to be awarded to those individuals of the Missouri National Guard who are currently active members and have actively competed in the State Combat Matches from 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB. It is authorized to be awarded to those individuals of the Missouri National Guard to recognize the exceptional marksmanship achievements of those three new shooters who have actively competed in the annual Army Area Reserve Component (FORSCOM) Composite Rifle Matches from 1 August 1966. An individual shall be eligible for only one award.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON. This ribbon with Berlin Crisis Clasp has been awarded to those members of the Missouri National Guard ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1968. A bronze star attachment will be issued for a second and succeeding award and a silver star attachment may be worn in lieu of five bronze star attachments.

CERTIFICATE OF MERIT. It is authorized to be awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard.

CERTIFICATE OF APPRECIATION. It is authorized to be awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor and has the Great Seal of Missouri affixed. The text of the Certificate is an expression of the appreciation of a grateful citizenry.

CERTIFICATE OF SERVICE. This certificate, designed by the National Guard Bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States, at least 10 of which were in the Army or Air National Guard.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years). Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RIBBONS. Awarded to persons of the MONG who have served honorably for at least 10 years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service. A Hawthorn Cluster, to conform to the official floral emblem of the state, to be worn on the ribbon shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 or more years service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE. The Ribbon and Certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

CERTIFICATE OF MERIT, MILITARY. This certificate is to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

CERTIFICATE OF MERIT, CIVILIAN. To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. This also includes community support of a local unit and public service support by a local industry.

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

G1 DIVISION

The G1 Division is comprised of the Military Personnel Branch, Records and Archives Branch, SIDPERS Interface Branch, Administrative Services Branch, and the Recruiting and Retention Branch.

MILITARY PERSONNEL BRANCH. This branch is responsible for administration and management of personnel assigned to the Missouri Army National Guard (MOARNG) and informs the Adjutant General on matters pertaining to military personnel management. Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations. This branch supervises and administers personnel actions including enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintenance of personnel records of MOARNG personnel. Also included as functional areas are health services, incentive awards, civilian education assistance, and family assistance.

MOARNG STRENGTH AS OF 30 JUNE 1988

	<u>Authorized</u>	<u>Assigned</u>
Officers	748	874
Warrant Officers	263	234
Enlisted	<u>8604</u>	<u>8449</u>
TOTAL	9615	9557

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

OFFICER PERSONNEL. This function is responsible for officer personnel actions, maintenance of personnel files, the Officer Personnel Management System, and selective retention. During this reporting period, there was an increase in both the number of officer positions authorized and the total number assigned.

ENLISTED PERSONNEL. This function is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, processing requests for Initial Active Duty Training, preparing an annual screening report, and preparing training and readiness status and unsatisfactory participation reports. During the period of this report, both the number of enlisted positions authorized and the total number assigned increased.

INCENTIVE AWARDS AND CIVILIAN EDUCATION ASSISTANCE. The Army National Guard's Selected Reserve Incentive Program is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives. The Army National Guard is authorized to pay five types of incentives to qualified individuals: a cash enlistment bonus and educational assistance bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the student loan repayment program. Listed below are the current number of participants for each type of incentive:

Enlistment Bonus	2124
Educational Assistance	102
Retention (Three-Year)	127
Retention (Six-Year)	1672
Affiliation	182
Student Loan Repayment Program	1455

RECORDS AND ARCHIVES BRANCH. The Records and Archives Branch was required to consolidate its record holdings due to the loss of office space. Accordingly, record holdings covering the War of 1812, Mexican War, Indian Wars, Civil War, Spanish-American War, Confederate Pension and Home Application, and World War I were moved to the Secretary of State's Record Management and Archives. The World War I records were later microfilmed and this office retains service verification responsibility for these requests. Secretary of States's Archives has service verification responsibility for the earlier record groups.

Restraints placed upon the Branch by the Secretary of State's Records Management to retain records in the current files area for two years prior to submitting for microfilming continues in effect. The loss of office space has precluded utilization of additional cabinets for temporary storage. This results in a constant need to rearrange filing capacity to accommodate the discharged Missouri National Guard personnel file prior to its being authorized for microfilming.

During the year, we continued to provide service to those seeking service verification. The loss of records destroyed in the Records Center fire in St. Louis in 1973 has resulted in additional agencies utilizing this Branch's holdings for needed service documentation. Employees from the Records Center have indicated that service documents can be obtained faster from this Branch than they can receive from their own holdings. Many accolades have been expressed throughout the year from recipients of the services provided by the Records and Archives Branch.

The Branch provided support services to current National Guard members in the areas of awards, retirement application, survivor benefit application, and the ability to issue the letter of Notification of Eligibility for Retired Pay at Age 60, in lieu of having to submit to the National Guard Bureau. Retirement point verification is provided by the SIDPERS Interface Branch upon which to base the retirement eligibility and results in members of the Missouri Army National Guard being better served.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB). This branch has the responsibility for operating an automated personnel system which contains basic personnel data on each individual guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters and the Files Management Section. A total of ten personnel are employed in this branch.

SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section.

Personnel data is provided to all echelons where it is used in personnel management, mobilization planning, budgeting, and most importantly, payment to individual guard members.

Over 30,000 individual personnel transactions are processed each year. This is the largest single system currently in operation on the MOARNG main computer.

Also, this branch operates and administers the Drill Attendance Monitoring Procedures and Report, combines personnel, pay, and training data to provide information on individual drill performance, and operates the automated retirement points accounting system.

ADMINISTRATIVE SERVICES BRANCH. The Administrative Services Branch provides many administrative services in support of the total MOARNG. Included are requisitioning, receipt, storage, and issue of blank forms, printing support, military orders publication, maintaining pinpoint distribution accounts, mail control procedures, processing security clearances, and mail distribution.

RECRUITING AND RETENTION BRANCH. The Recruiting and Retention Branch was organized in August 1973. The Recruiting and Retention Manager (RRM) is in charge of the daily operations.

The RRM is the principal adviser to the Adjutant General on Recruiting and Retention matters, to include administering programs as specified by The Department of the Army, The National Guard Bureau, and The Adjutant General. He is also responsible for the formulation, planning, coordination, and operation of the MOARNG Recruiting and Retention programs.

The RRM supervises 54 production recruiters, six noncommissioned officers (NCO) who supervise the recruiting areas in the state, five retention noncommissioned officers, four guidance counselors at the two Military Entrance and Processing Stations in the state, and a staff of 11 officers and NCOs.

In order to accomplish his primary mission, the RRM is tasked with subordinate functions: budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and market analysis, program evaluations, establishment of goals and objectives, long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

During this year the authorized strength increased from 9436 to 9615 personnel. The current assigned strength as of June 30, 1988 was 9557 personnel (99.4 percent authorized).

With a pro-active recruiting program, and the continued emphasis on a positive retention program, the strength of the MOARNG is expected to exceed 100 percent by 30 September 1988.

G3 DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follow:

ORGANIZATION: The Missouri Army National Guard is organized into 47 mobilization entities (to include Headquarters, Missouri State Area Command) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 93 elements located in 58 Missouri cities, towns, and communities.

TRAINING

All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the DA as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by DA Regulation, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for the training supervision and evaluation of MOARNG units with a federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequent quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guardmembers must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our guardmembers are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 87 exceeded \$12,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

A Status of Resources and Training Report is submitted on a quarterly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff (JCS). This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

The FORSCOM directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

KEY PERSONNEL UPGRADE PROGRAM (KPUP): This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in Joint Chiefs of Staff exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty (MOS) training not always available to a unit, as well as assist the local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP): This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include MOS training for selected individuals and should result in increased individual qualification.

COMPETITIVE MARKSMANSHIP TRAINING: The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team, and the three Combat Teams, being Rifle, Pistol, and Light Machine Gun.

Selection of Composite Rifle and Pistol Team members is primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability, and desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches is determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance on to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches, and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

TRAINING AMMUNITION MANAGEMENT: Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management System (TAMS) for use by National Guard units. This management consists of developing, reviewing, and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data into the computer in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites, and times. The TAMS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Critical shortage exist in the following areas:

- a. LAW practice rounds (light anti-tank rockets)
- b. A few items in the demolition area.
- c. Smoke grenades.
- d. AT-4 trainer rounds (new anti-tank round).
- e. Artillery smoke and illumination rounds.

New ammunition coming on line.

- a. Plastic ammunition and bolts for M-16.
- b. Mine Clearing Line Charge for engineers.
- c. New qualification courses for pistols and rifles.

PLANS, OPERATIONS AND MILITARY SUPPORT

This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

It develops plans for potential civil disturbances, prison, nuclear power plant, and other natural disaster state emergencies, and plans and conducts civil disturbance training for junior leaders of the Missouri National Guard.

It coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency. The Military Support section was operationally employed during 1 July 1987 to 30 June 1988 for the following state emergency:

LOCATION	DATE	MANDAYS	ACTIVITY
Southwest, MO	26 Dec 87-3 Jan 88	1,418	Ice Storm

Plans are developed to permit efficient preparation to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintaining current contingency plans requires continuous liaison with the active military services, their reserve components and the civil authorities of the state, county, and local political subdivisions. The plans are conceived, propagated, exercised, tested and revised as appropriate. This is necessary to ensure the plans are realistic and current.

The section is also responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

To maintain an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

This section is additionally responsible for the Telecommunications Security Program. This program deals with both hardware and software encoding and decoding equipment, and the associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Additional missions are to supervise the implementation of the Physical Security Programs and to make the appropriate inspection of MOARNG units. To further increase the responsiveness and operational capability of the Missouri Military Forces, the section supervises the functioning of a statewide radio network, linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

MILITARY ACADEMY

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception the OCS has graduated 797 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course.

The program for Missouri Army National Guard OCS closely parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The State Military Academy conducts various courses for Noncommissioned Officers (NCOs). This includes the First Sergeant Course for enlisted members in grades E7 and E8; Advanced NCO Course for soldiers in grade E7; Basic NCO Course, Phase I and Basic NCO Course, Phase II - 12B skill level 3 for E6s and Primary Leadership Development Course for E4 and E5. The NCO School Program of Instruction is prescribed by the U.S. Army Training and Doctrine Command.

The Military Academy is the focal point for the NCO Development Program, an informal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for various other leadership-oriented courses, including a "Company Grade Officer/Noncommissioned Officer Tactical Training Course" for company level commanders offered on an annual basis.

MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Aviation Classification and Repair Activity Depot (AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission and maintains National Guard aircraft for a fourteen state area. The support area consists of the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas and Wisconsin. The AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot support maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program and the aircraft intensively managed items program.

The AVCRAD was established in September 1961 to ensure a mobilization ready unit, well trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. AVCRAD is organized under a separate table of distribution and allowances in order to have all AVCRAD employees as members of the same Missouri National Guard unit for the purpose of mobilization.

The production completed at AVCRAD during Fiscal Year 1988 consisted of 151 aircraft repaired, 6949 components repaired, and 114 work orders were accomplished by mobile maintenance teams.

In addition to maintenance support of all Army National Guard aircraft in the Midwestern United States, the MO-AVCRAD is tasked by the National Guard Bureau with nationwide support in the following areas:

a. A Modular Engine Test Stand (METS) is operated by MO-AVCRAD. The METS system has been operational since 1976. During 1987, 32 aircraft turbine engines were tested on the METS.

b. During 1987, the MO-AVCRAD received 6 AH-1S's (Cobra Attack Helicopters) from the Active Army's Attack Helicopter fleet. These aircraft have undergone an extensive inspect and repair as necessary program and readied for issue to National Guard units throughout the United States. This program is resulting in significant increases in the combat readiness of attack helicopter units nationwide.

c. Manufacture of UH-60 AVIM and AVUM special tool sets. These sets are being manufactured for the Aviation Systems Command in St Louis, MO, and will be distributed to units throughout the Army, Army National Guard, and the Army Reserve. MO-AVCRAD completed 47 of these sets in FY 88.

The MO-AVCRAD continues to operate at its facility on the Springfield Regional Airport with 88 Guard members employed full-time and 37 temporary employees.

CONSTRUCTION/FACILITIES

Sixty-three Missouri communities utilize more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures.

In FY 1988, two construction projects were funded and construction started. At Springfield, the construction of an armory addition was started with completion in the spring of 1989. It is being built for a total cost of \$1,100,000. The second project is the construction of a new armory facility at Lebanon. It will be completed in February 1989. The total cost for this project is \$870,000.

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in southeast St. Louis county over-looking the Mississippi River. The "Barracks" includes 46 buildings and structures located on the 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 sq. yds. of roads, 14,300 sq. yds of paved parking and approximately 10,000 linear feet of security fencing.

DIRECTOR OF INFORMATION MANAGEMENT

The Director of Information Management serves as the principal staff officer of the Army National Guard (ARNG) for Information Management. This position is located in the State Area Command Headquarters (STARC).

MAJOR DUTIES:

(1) Serves as the principal staff officer for ARNG Information Management (IM) and its supporting disciplines. Represents the Adjutant General (AG) in all matters pertaining to IM with senior officials of State agencies, other states, the National Guard Bureau (NGB), IM equipment manufacturers, other Federal agencies, and senior IM business executives. Outlines the direction of the evolving IM process. Identifies problems and specific issues in the broad subject area of IM. Develops policies, programs, and procedures to integrate statewide IM functions and organizational activities.

(2) Designs and implements long and short term IM plans.

(3) Defines IM requirements and provides training to meet IM objectives.

(4) Serves as the principal advisor to the AG on automation security.

(5) Provides technological assistance to users through establishment of an Information Center.

(6) Guides statewide IM development in conformance with the NGB and Department of the Army.

(7) Analyzes telecommunication requirements, and designs and implements telecommunication systems to meet requirements.

(8) Analyzes organizational informational processes, composition, and functions for departments of the ARNG and develops solutions for management changes.

FINANCIAL MANAGEMENT OFFICE (STATE)

Responsible for overall administration and policy direction of the State Division of The Adjutant General operational budgetary programs, providing a wide variety of state support type activities which include: budget development, personnel management, communications, and state property accountability. Also responsible for the monitoring of state support operations of the division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Division for state operational matters with the Department of Public Safety and the Office of Administration. Serves as Service Contract Administrator for Federal/State Operational Service Agreement Programs.

Some of the principal functions assumed by the State Financial Management Office include: analysis, preparation, and review of the Division's state operational budget; preparation of staff reports including

recommendations; conferring with division chiefs on administrative and procedural problems; maintenance of state employee personnel files and payroll records; state employee assistance program; state employee recruitment responses; and purchasing supplies, services, and equipment necessary to operate state facilities of the Missouri National Guard.

The Financial Management Office (State) is also responsible for the procurement of supplies and the pay of personnel performing State Active Duty. The Missouri National Guard was called to State Active Duty once during FY 88 to provide ice storm relief operations to southwest Missouri. A total of \$97,820 was expended from the Governor's National Guard Emergency Appropriation to support this duty.

State appropriations for the military division in FY 88 supported six programs: Office of The Adjutant General Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and Governor's National Guard Emergency Account. The following financial summary details FY 88 operational program appropriations and expenditures.

FY 88 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	APPROP(1)	WITHHOLDING	NET APPROP	EXPENDITURE
ADMINISTRATION				
Personal Services	937,848	49,000	888,848	884,788
Expense & Equipment	169,361	15,101	154,260	154,231
FIELD SUPPORT				
Personal Services	564,719	26,000	538,719	538,495
Expense and Equipment	327,297	30,103	297,194	296,826
Fuel & Utilities	715,112	39,179	675,933	675,900
AIR SEARCH AND RESCUE				
Expense & Equipment	7,310	0	7,310	7,310
CONTRACT SERVICES				
Personal Services (Fed)	3,180,306(2)	0	3,180,306	2,948,331
Personal Services (State)	348,204	5,000	343,204	339,616
Expense & Equipment	337,816	6,000	331,816	330,657
ADJ GEN REVOLVING FUND	54,751	0	54,751	54,751
STATE EMERGENCY DUTY				
State Support Payments	150,000(3)	0	150,000	97,820
TOTAL	6,792,724	170,383	6,622,341	6,328,725

(1) Appropriations listed are State General Revenue unless noted.

(2) Contract Service federal funding appropriation amounts listed reflect the state appropriation for the program, but does not necessarily reflect actual federal funding available.

(3) The Governor's Emergency Appropriation is released only to support National Guard State Active Duty expenses. Unused funds lapse to General Revenue.

SAFETY BRANCH

The Safety Branch is directed by the Safety and Occupational Health Manager, and administers the general Safety and Health Program for all activities of the Missouri Army National Guard, except aviation safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful work and training place. All full-time support personnel of the Army National Guard are protected by 29 CFR, part 1910, OSHA.

During Fiscal Year 1988, there was a 15% reduction in the total number of personal injury and motor vehicle accidents. The significant reduction was due to increased emphasis by the Adjutant General and staff on safety matters. Three safety training courses were conducted for selected unit collateral safety officers and noncommissioned officers. These courses provided guidance in all areas of training and work place safety. A special maintenance safety training course was conducted for all maintenance supervisors.

Work and training place safety inspections were continued, including detailed outdoor and indoor range safety certifications. The range certifications were conducted as part of a National Guard Bureau program for upgrading indoor range configurations.

Emphasis continued on the medical surveillance program. All workplaces that require medical surveillance were inspected as required by 29 CFR, part 1910-1200. Over 450 personnel are now in the medical screening program.

Special emphasis programs for Designated Driver, Explosives Safety, Annual Training Safety, and Risk Assessment were implemented.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average. This low rate can be attributed to the emphasis placed on safety by all levels of command.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency.

The Staff Judge Advocate has primary responsibility for all claim matters against and in favor of the Government. In 1988, 58 claim actions were processed. Of these, 55 concerned activities of the Missouri Army National Guard, and 3 of the Missouri Air National Guard; 45 were claims against the government and 13 in favor of the government; 52 concerned federal military technicians and/or soldiers/airmen on duty under Title 32 of the United States Code -- the remaining 6 concerned state employees or resulted from activities during State Emergency Duty; and 80% concerned incidents exclusively covered by the Federal Drivers Act.

SENIOR ARMY ADVISER

United States Army personnel are assigned as advisers to the MOARNG under provisions of Federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is six officers, nine noncommissioned officers, and one Department of the Army civilian.

ENLISTED MILITARY PERSONNEL ADVISOR

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

STATE MAINTENANCE OFFICE

Unit, intermediate direct support and intermediate general support maintenance is performed on all surface equipment issued to the MOARNG at 15 facilities. There are 193 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS) and 1 Combined Support Maintenance Shop (CSMS):

Troop Command OMS	Raytown
1138th Engineer Battalion OMS.	Jefferson Barracks
1140th Engineer Battalion OMS.	Cape Girardeau
735th Spt Bn, 35th DISCOM OMS.	Poplar Bluff
1438th Engineer Company OMS	Rolla
135th Signal Battalion OMS	St. Joseph
35th Support Command OMS	Marshall
175th Military Police Battalion OMS	Mexico
1035th Maintenance Company OMS	Jefferson City
35th Engineer Brigade OMS	Jefferson Barracks
AVCRAD (1107th) OMS	Springfield
1139th Military Police Company OMS	Harrisonville
203d Engineer Battalion OMS	Neosho
Co A, 735th Spt Bn OMS/Unit Training	
Equipment Site	Nevada
Combined Support Maintenance Shop	Jefferson City

The OMSs provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent back to higher category maintenance facilities. These shops have 125 technicians on board.

The CSMS performs intermediate direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 68 technicians on board.

COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Intermediate Direct Support (IDS) and limited Intermediate General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or stock all items of ordnance, engineer, signal, chemical, quartermaster and transportation equipment which require support maintenance.
2. Provide calibration service for test, measurement, and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.

During FY 88 the CSMS performed a total of 4,000 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the

repair process, inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop, the items passed a final inspection which encompassed a functional test.

Special events during FY 88 in the maintenance area:

1. The MOARNG ended FY 88 with an equipment operational readiness rate of 92.00%.

2. The State Maintenance Office expended \$81,000 for maintenance training of our soldiers and \$52,500 on travel to repair equipment throughout the State.

SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force (FTRF).

The full-time support personnel are categorized as follows:

	MOARNG	MOANG	=	
Technicians	651	524	=	1175
AGR-RS	15	119	=	134
AGR-FTM	398	27	=	425
Active Component	3	0	=	3
FTRF	79	12	=	91
TOTAL	1146	682	=	1828

The Support Personnel Management Office (SPMO) is composed of four separate sections with responsibilities in the following major areas:

TECHNICIAN MANAGEMENT OFFICE (TMO). The TMO provides civilian personnel administration for assigned Federal Military Technician personnel (both ARNG and ANG) of the Missouri National Guard. It provides The Adjutant General, his staff, managers and supervisors and the SPMO with technical assistance in all areas of technician personnel administration to include funding and manpower allocations; develops and administers technician personnel policies and programs and administers legal, regulatory and procedural controls affecting technician personnel. The TMO is composed of two sections which are as follows:

PERSONNEL MANAGEMENT. This section is responsible for implementation and operation of the merit promotion system, employee training and development program, grievances and appeals, position management and position classification, technician recruitment and placement, incentive awards program, and plans for and implements reduction-in-force procedures when required.

EMPLOYEE SERVICES. Maintains central library of publications relating to technician personnel administration; processes personnel actions and initiates actions on step increases, permanent change of station allowances, retirements and other actions; advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes rate of pay; establishes and maintains Employee Performance Files, Official Personnel Folders, and Employee Medical Files for each technician. Responsible for the performance appraisal and workers' compensation programs.

LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair practice charges and complaints, grievance proceedings and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with one local for the Air National Guard and one local covering Army National Guard technicians throughout the state.

MILITARY DUTY MANAGEMENT. Advises the SPMO, managers, and supervisors on regulatory and procedural requirements affecting ARNG and ANG military duty personnel. Develops and implements programs, plans, and procedures to support the Military Duty program in areas such as recruitment, eligibility requirements, career management, performance management, incentive awards, position management, benefits and entitlements, education and training, separations, appointments and processing procedures, transfers, manpower management, and strength accountability.

EQUAL EMPLOYMENT OPPORTUNITY. This office is responsible for all National Guard Equal Opportunity programs. Advises The Adjutant General, the SPMO, and the full-time personnel on the administration of laws, policies, and regulations designed to overcome and prevent discrimination and to provide equal opportunity to current and potential employees of the Missouri National Guard. Coordinates numerous equal employment and human relations programs: Employee Assistance Program; Affirmative Action; Federal Equal Opportunity Recruitment Program; Special Emphasis Programs, i.e., Hispanic Employment Program, Federal Women's Program, and American Indian Program; Hiring of the Handicapped Program; Disabled Veterans Hiring Program; Summer Youth Employment Program; Camp Wonderland Program; and the various EEO training programs for full-time personnel.

THE UNITED STATES PROPERTY AND FISCAL OFFICER

The Office of the United States Property and Fiscal Officer (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all Federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard (ARNG) operational budget of over \$68 million, maintains an ARNG equipment inventory valued in excess of \$170 million, and an Air National Guard (ANG) operational budget of over \$39 million.

Management of the Army resources is accomplished through five operating entities; Logistics, Comptroller, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 technicians.

The Comptroller Division has placed additional emphasis on the controls and procedures to pay all troops in a more timely manner. This includes both inactive duty training and annual training pay. Payment for short tours of duty are processed within three days of completion of duty. Added emphasis has also been placed on bonus and incapacitation pay.

Even though an Analysis and Internal Review System was in being, the program continues to be enhanced through professional auditor training. Emphasis is being placed on areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside audit agencies such as Defense Audit Services, Government Accounting Office, as well as the U.S. Army Audit Agency and Department of the Army Inspector General.

An ever-increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

Logistical support of the Army National Guard continues with increased emphasis being placed on management of excesses and updating equipment to enhance readiness. Each unit has been issued a Prescribed Load of repair parts and a vehicle to transport it on. We have purchased camouflage systems for all units. This will enhance the ability of units to remain undetected in combat. We are planning for the receipt of medical equipment from Ft. Campbell, KY, to equip the new MASH unit at Richards Gebaur AFB, MO.

Listed below are Federal expenditures of Army National Guard pay and allowances, and salaries by location in Missouri during fiscal year 1988.

FY88

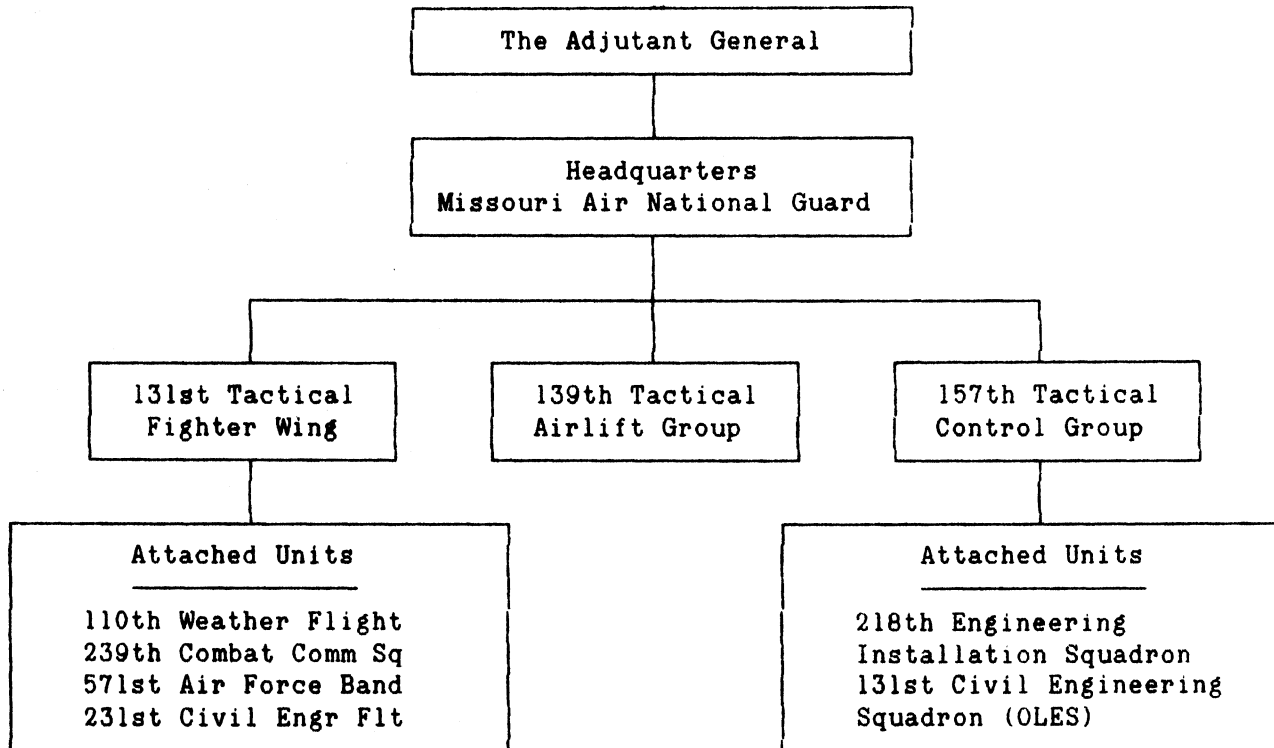
<u>LOCATION</u>	<u>ANNUAL TRAINING</u>	<u>IDT</u>	<u>FTS SALARIES</u>	<u>TOTALS</u>
Kansas City	\$ 415,542	\$ 1,637,528	\$ 2,163,854	\$ 4,216,924
Jefferson City	1,006,031	5,763,408	7,681,048	14,450,487
Jefferson Barracks	619,798	1,767,203	1,752,145	4,139,146
Springfield	174,183	1,033,777	3,140,882	4,348,842
St. Joseph	135,955	416,876	453,231	1,006,062
Cape Girardeau	223,681	586,308	957,564	1,767,553
Nevada	876,659	484,444	455,167	1,816,270
Marshall	63,845	167,274	162,014	393,133
Weldon Springs	85,367	115,272	294,152	494,791
Warrensburg	184,890	754,889	1,211,234	2,151,013
Lexington	72,860	219,222	130,171	422,253
Clinton	54,164	187,384	1,050,750	1,292,298
Sedalia	127,097	308,400	344,254	779,751
Independence	49,717	144,255	104,137	298,109
Boonville	18,593	91,370	26,033	135,996
Lamar	39,895	124,600	130,171	294,666
Pleasant Hill	66,984	378,291	185,144	630,419
Albany	80,136	222,726	79,070	381,932
Chillicothe	67,948	198,225	105,105	371,278
Richmond	55,756	142,232	80,039	278,027
Maryville	91,543	241,593	263,235	596,371
Aurora	59,874	224,060	105,105	389,039
Anderson	39,991	135,727	79,070	254,788
Neosho	37,392	126,902	350,061	514,355
Carthage	88,253	280,041	131,202	499,496
Monett	106,044	192,217	79,070	377,331
Pierce City	70,469	156,387	53,035	279,891
Webb City	33,567	146,597	79,070	259,234
Joplin	170,148	412,419	344,254	926,821
Lebanon	92,192	154,905	26,613	273,710
Rolla	93,183	282,391	319,188	694,762
St. Clair	78,681	287,629	106,073	472,383
Salem	52,304	149,359	53,035	254,698
West Plains	43,387	131,792	79,070	254,249
Kirksville	61,500	162,428	26,033	249,961
Mexico	41,643	110,335	241,085	393,063
Columbia	117,928	253,858	239,148	610,934
Fulton	48,977	155,963	290,249	495,189
Moberly	53,635	190,179	105,105	348,919
Hannibal	94,400	256,342	131,202	481,944
Warrenton	76,337	277,056	105,105	458,498
Festus	48,000	159,901	79,070	286,971
Desoto	61,687	196,370	26,033	284,090
Jackson	42,261	121,260	79,070	242,591
Charleston	28,654	87,713	52,069	168,436
Perryville	53,469	150,375	78,101	281,945
Fredericktown	26,765	98,017	53,035	177,817
Sikeston	43,553	119,904	79,070	242,527
Portageville	31,873	107,763	78,101	217,737

Farmington	78,303	247,911	131,127	457,341
Dextar	59,113	180,108	157,173	396,394
Kennett	36,986	101,144	104,137	242,267
Caruthersville	27,629	96,864	79,070	203,563
Doniphan	30,046	104,819	26,613	161,478
Poplar Bluff	124,957	418,320	255,651	798,928
Bernie	45,710	176,300	53,035	275,045
	\$6,709,555	\$21,438,633	\$25,043,528	\$53,191,716

IDT - Inactive Duty Training
 FTS - Full Time Support

MISSOURI AIR NATIONAL GUARD

ORGANIZATIONAL CHART



MISSOURI AIR NATIONAL GUARD

Missouri has three Air National Guard Bases. Headquarters 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of federally owned land on the south side of Natural Bridge Road, and 23.41 acres of airport land, leased to the federal government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the Missouri Air National Guard. The real property consists of 75 facilities. The facilities include 35 buildings (337,525 SF), 55,686 SY of aircraft parking apron, and 99,723 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert is estimated by ANGSC/DEO at \$69.8 million. Estimated cost of relocating the ANG facilities is \$200 million.

Major projects completed in the past 12 months include: completion of a second Mobility Storage Warehouse (\$332,500), installation of the fire suppression system (\$835,000), installation of a vapor recovery system at the Base Automotive Maintenance Dispensing facility (\$5,000), extensive interior and exterior renovation of the north side Traffic Check House (\$9,000), in-house support for the total renovation of Building/Hanger 1 (\$30,000), and in-house labor support of the relocation of the National Guard Bureau Central Classification Activity to Jefferson Barracks ANG Station.

Major projects in construction phase include: additions and alterations Squadron Operations (\$3,100,000); roof replacement, Buildings 1 & 2 (\$329,000); and construction of a new Munition Maintenance facility (\$1,200,000).

Major projects in design phase this year include a complete Base Master Plan (\$136,000).

Total RPM funds expended during FY 88 will be \$429,000.

Future construction will include alteration of the Weapons Release facility (\$40,000), alteration of AIS/ESS function (\$160,000), construction of a LOX/LIN Shelter (\$30,000), construction of a flammable storage facility in support of the Base Warehouse (\$36,000), in addition to those construction projects shown in the previous report.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (1,565 SF), two observation towers, a helicopter pad (178 SY), two flagpoles, a water well, 35 SY of sidewalk, and 582 LF of security fence. Prime electrical power is provided by Laclede Electric Cooperative

by 2.5 miles of overhead distribution lines. The range is operated by seven full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-4, and A-4 (marine) aircraft, and UH-1 and Cobra helicopter gunships.

This year an additional 1,300 LF of security fence was installed (\$7,500). Future construction will include a Smokey SAM Storage facility, installation of permanent interior lighting in the maintenance bays (\$2,500), addition and alteration of the Range Operations facility (\$20,000), and construction of a Strafe pit (\$95,000).

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in southeast St. Louis county over-looking the Mississippi River. The "Barracks" includes 46 buildings and structures located on the 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 sq. yds. of roads, 14,300 sq. yds of paved parking and approximately 10,000 linear feet of security fencing.

Air Operations and Maintenance agreement funding for FY 88 was \$473,025, including \$99,425 in state funds and \$373,600 in federal funds. Several ANG projects are in various states of design. The most significant of these is the replacement of the porches on buildings 1, 28, 29, and 37; and installation of fire detection/alarm system. In FY 88, the roof was replaced on Building 1 and sidewalks replaced around Building 37. Multi-million dollar projects for the complete renovation of Buildings 1, 28, and 37 are in design.

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri (54.15 acres owned by the Department of the Air Force and 28 acres leased from the City). Right-of-Way Easements total 7.58 acres. Two hundred and seven (207) acres for an aerial drop zone and 4.01 acres for a take-off and landing zone, located at the Airport are leased from the City. Facilities include: 37 buildings (259,473 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (20,250 LF); and vehicle parking (39,644 SY). Total replacement value is \$28,843,000. Major construction anticipated in the near future includes a Composite Support Facility for the Clinic, Dining Hall, & Security Police (\$2,500,000); Avionics Facility (\$750,000); Aircraft Maintenance Shop (\$220,000); and modifications to the existing Operations and Training Facility (\$1,200,000). Construction was completed during FY 88 on the addition to Squadron Operations (\$1,200,000). All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the State. All costs of the operations are funded by the Federal Government except Operations and Maintenance of the facilities for which the State of Missouri funded \$203,510 in FY 88 and \$1,327,391 was funded by the Federal Government.

131st Tactical Fighter Wing/110th Tactical Fighter Squadron as part of the total force, the 131 TFW located at Lambert IAP, St. Louis, is one of the many Air National Guard and Reserve Units which account for 37 percent of the total tactical fighter resources of the Tactical Air Command. The Wing and 110th Tactical Fighter Squadron completed in 1986 the conversion to the F-4E aircraft with its associated Pave-Spike and Maverick weapon

systems. The Pave-Spike weapon system provides precision weapon delivery via laser guided munitions, while the Maverick weapon system, an air-to-ground electro-optical guided missile, gives a launch and leave capability along with its terminal guidance accuracy.

The combination of F-4E aircraft with these two weapon systems equates to a "special capability" that Missouri is the first to possess within the Air National Guard.

MAJOR EVENTS

Standardization/Evaluation Visit, 15-20 Sep 87. The unit's experience level in three types of aircraft was tested by the 12th Air Force Standardization/Evaluation Inspection. The internal structure of the Stan/Eval function and aircrew ability were both scrutinized. A Satisfactory rating was awarded.

Exercise Quick Force, 16-22 Nov 87. This mini-deployment of five F-4E's to Cannon AFB, NM, provided valuable training. As a CENTAF-committed unit, we trained in force employment, procedures, and scenarios similar to those expected in the USCEMCOM area of responsibility.

Air-to-Air Training, 24-30 Jan 88. The unit deployed six F-4E's to Luke AFB, AZ, to provide DACT support for the F-15 training. This deployment was our first opportunity to use our newest all-aspect heat seeking missile (AIM-9M) against dissimilar aircraft.

Coronet Shield (Overseas Deployment), 28 May-11 Jun 88). Elements of the Wing deployed 12 F-4Es and 258 personnel to Hopsten AB, Germany. The purpose of this deployment was to participate in a major NATO exercise--Central Enterprise. A healthy respect was gained for the abilities of our German counterparts both in the air and on the ground. Unfortunately, numerous sorties were canceled due to weather.

Air-to-Air-Gunnery, 17-22 Jul 88. This small deployment of three fighters and 22 personnel to Gulfport PFTS had emphasis on the training for the first time with the new aerial gunnery tow system. The F-15 aircraft from the Louisiana ANG performed tow duties while our aircrews qualified by firing 20 mm at the tow target. This valuable training will be performed on a routine basis in the future.

The 139th Tactical Airlift Group had one of its busiest years in some time as we continued to support the Military Airlift Command worldwide operations and National Guard airlifts. Aircrews and maintenance support personnel deployed to Oklahoma City to support Operation Coronet Sentry on 1 Oct 1987. Also in Oct 1987, support personnel deployed to Australia to support Operation Badge Anvil. In March 1988, the 139th deployed to Fort Campbell, Kentucky, to participate in an ORE exercise. In late June 1988, the 139th deployed to Central America in support of Operation Volant Oak. This year the 139th flew 4,355 flying hours airlifting 9,422 passengers a total of 10,222,495 passenger miles, and hauled a total of 1,084.7 cargo tons a total of 2,952,352 ton miles. The 139th has accrued over 111,925 flying hours without an accident in over 29 years, which continues to be an outstanding achievement.

AATTC The Air National Guard Advanced Airlift Tactics Training Center (AATTC) continues to grow as it scheduled 23 classes for 88 from the ANG, AFRES, USMC, USAF and 5 crews from NATO Countries. A total of 93 crews received training from the school in 1988.

Recruiting: Recruiting continues to be excellent. We are at 104% manned on officers and 100% on airmen.

Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Over 1,300 officers and airmen are assigned to this Group in the states of Missouri, Iowa, Kansas, Georgia, Alabama and Tennessee. The Tactical Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. All radar units are equipped with the same type radar equipment. Depending on terrain and altitude, the radars have the capability to "look" in excess of 150 miles. In addition, our units have the capability to interface with the Air Forces's Airborne Warning and Control System. When all systems are netted, it equates to a tremendous surveillance and control capability over a widespread geographical area. Being a Ground Tactical Control System, our units are normally located in close proximity to Army field forces. Each radar unit is autonomous and has organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations. Units are capable of being operational and controlling aircraft or providing surveillance within hours of arriving at their tactical field site. The Air National Guard provides approximately 65 percent of the total Air Force Ground Tactical Air Control System capability.

During FY 88, three units of the Group completed demanding Operational Readiness Inspections successfully. Two units deployed to Norway for a NATO Exercise and two units, including the 121 TCF, was deployed to the Caribbean area in a drug interdiction role. Radar inputs resulted in the seizure of 910 pounds of pure cocaine on operation ANGIE I. Drug interdiction efforts will continue. In FY 89, three subordinate units of the 157 TCG will deploy to Norway or Denmark for major NATO exercises and each radar unit can expect one drug interdiction deployment. Many personnel assigned to the headquarters saw field operations by supporting assigned units during operational readiness inspections, augmenting units deployed overseas, and by filling key management roles during NATO exercises held in Europe.

The 218th Engineering Installation Squadron is one of 19 similar squadrons in the Air National Guard. The unit is organized into 35 Combat Engineering Installation Teams, trained and equipped for engineering and installing radio, radar, telephone, cable, and antenna equipment. The 218th regularly deploys to bases throughout the United States and has completed special assignments in the European and Pacific theaters. The unit trains for its wartime mission by selecting regular Air Force projects and assigning a mix of experienced personnel and trainees. This results in a double benefit to the Air Force and the taxpayer since mobilization day trainees are qualified at the same time a required project is completed.

Last year, the 218th completed projects at Weibucken Air Base, Germany; Patrick, Tyndall and Eglin Air Force Bases in Florida; Scott AFB, Illinois; Lackland AFB, Texas; Fort Leonard Wood, Missouri; Offutt AFB, Nebraska; Maxwell AFB, Alabama; Grissom AFB, Indiana; Grand Forks AFB, North Dakota; Vance AFB, Oklahoma; Little Rock AFB, Arkansas; Columbus AFB, Mississippi.

131st Civil Engineering Squadron, (Operations Location Engineering and Service) was established in 1980 as a separate operating component of the 131st Civil Engineering Squadron located at Lambert St. Louis International Airport. The OLES is comprised of a Prime BEEF 1 team (command/control/engineering) and a Prime BEEF 2 team (rapid runway repair/base recovery after attack).

In FY 88, this unit completed Civil Engineering projects at Howard AFB, Panama; and Alpena Air National Guard Training Site, Michigan. The people of the 131 CES additionally provided people for work on the Missouri Air National guard site at Algoa, outside Jefferson City.

121st Tactical Control Flight is one of the nine units assigned to the 157th Tactical Control Group. It is a Forward Area Control Post (FACP) in the Tactical Air Control System.

During FY 88, the unit deployed to the Caribbean in support of Operation ANGIE I.

MILITARY PERSONNEL 30 JUNE 1988

	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	18	14	32	19	14	33
131st Tactical Fighter Wing	160	1165	1325	150	1060	1210
231st Civil Engr Flt	26	15	41	23	12	35
239th Cmbt Comm Sq	10	186	196	10	169	179
110th Weather Flt	3	10	13	1	11	12
571st Air Force Band	1	34	35	1	37	38
157th Tac Con Grp	44	96	140	42	83	125
121st Tac Con Flt	10	80	90	11	78	89
131st Civil Engr Sq (OLES)	6	94	100	7	74	81
218th Engr Instl Sq	10	216	226	10	205	215
139th TAC Airlift Gp	<u>128</u>	<u>755</u>	<u>883</u>	<u>128</u>	<u>759</u>	<u>887</u>
	416	2665	3081	402	2502	2904

ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Headquarters, MOANG	Jefferson City	Brig Gen John A. Slifer Jr.
<u>131st Tactical Fighter Wing:</u> All units except the Cannon Range are located at Lambert-St. Louis IAP		
Headquarters		Col James H. Renschen
110th Tactical Fighter Squadron		Lt Col Angelo Perfetti
131st CAM Squadron		Maj Donald L. Boatright
131st Mission Support Squadron		Maj Larry J. Hollrah
131st Weapons System Security Flight		Capt Richard L. Rehmeier
131st Communications Flight		1st Lt Lura D. Lange
131st Civil Engineering Squadron		Lt Col Jeffery D. Felder
131st Tactical Hospital		Col Hugh S. Harris Jr.
131st Resource Management Squadron		Lt Col Kenneth A. Schroer
*239th Combat Communications Squadron		Lt Col Hugh H. Barton III

*110th Weather Flight
 *231st Civil Engineering Flight
 *571st Air Force Band
 Cannon Range, Ft Leonard Wood

Lt Col John W. Louer III
 Col Gordon J. Buchanan
 Maj Stephen M. Aubuchon
 Maj Michael A. Steffen

157th Tactical Control Group: All units located at Jefferson Barracks.

Headquarters
 121st Tactical Control Flight (FACP)
 **218th Engineering Installation Squadron
 **131st Civil Engineering Squadron (OLES)

Col David L. Van Winkle
 Lt Col George R. Niemann
 Lt Col James R. Holderread
 Lt Col Donald R. Mestamacher

139th Tactical Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph, Mo.

Headquarters
 139th Resource Management Squadron
 180th Tactical Airlift Squadron
 139th Civil Engineering Squadron
 139th Mission Support Squadron
 139th Tactical Clinic
 139th Mission Support Flight
 139th Advanced Airlift Tactics Training Center
 139th Mobile Aerial Port Flight
 139th CAM Squadron
 139th Weapons System Security Flight
 Advanced Airlift Tactics Training Center

Col Kenneth O. Gabriel
 Lt Col Donald L. Whitehead
 Lt Col Robert L. Biehunko
 Lt Col Bruce E. Hansen
 Lt Col Bruce R. Hill
 Col Krikor O. Partamian
 Maj Carl P. Shuster
 Lt Col Steven R. McCamy
 Maj Robert D. Couldry
 Maj Lonnie J. Lee
 Maj Walter L. Daffron III
 Lt Col Steven R. McCamy

*Attached to 131st Tactical Fighter Wing
 **Attached to 157th Tactical Control Group

OPERATION AND MATERIAL

Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVERAGE TOTAL TIME PER PILOT/NAV</u>	<u>AVERAGE UNIT ASSIGNED ACFT TIME PER PILOT/NAV</u>
St. Joseph	39/20	47/25	3605/4995hrs	386/421
St. Louis	46/37	38/32	2264/1680hrs	1210/1305
St. Louis (T-33)	2/0	5/0	2794hrs	972
St. Louis (C-131)	3/0	7/0	2175hrs	276

Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-4 (Jet)	9,716,212

Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-4E	26	\$2,375,000	\$61,750,000	4700 hrs
St. Louis	T-33A	3	\$170,000	\$510,000	8600 hrs
St. Louis	C-12F	1	\$657,000	\$657,000	1100 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	879 hrs
TOTAL		38			

Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	419	\$27,011	\$11,317,449
Radar Sets	1	\$2,043,000	\$2,043,000
Communications Sets	2	\$1,729,339	\$3,458,678
			<u>\$16,819,127</u>

COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 88 are categorized as follows:

	St. Louis	St. Joseph	Total
Pay of Air Technicians	\$12,242,300	\$6,366,275	\$18,608,575
Full-Time, Military Duty Program (AGR)	\$1,948,742	\$1,915,270	\$3,864,012
Active Duty, IDT-UTA Payroll	\$7,943,107	\$3,935,430	\$11,878,537
Incentive Program (Reenlistment Bonuses)	\$148,077	\$64,300	\$212,377
Basic Training Program	\$240,769	\$139,778	\$380,547
National Guard Personnel Travel, Per Diem, Subsistence, Clothing & Uniform Allowances	\$519,115	\$833,100	\$1,352,215
Service Contract (Operation and Maintenance)	\$1,317,000	\$1,297,400	\$2,614,400
Major and Minor Repairs	\$840,800	\$193,500	\$1,034,300
Miscellaneous Supplies & Services	\$367,130	\$1,789,800	\$2,156,930
Base Procured Equipment	\$504,689	\$303,900	\$808,589
Planning, Acquisition & Construction	\$4,560,025	-0-	\$4,560,025
Investment Equipment Purchased	<u>\$2,626,651</u>	<u>-0-</u>	<u>\$2,626,651</u>
TOTAL	\$33,258,405	\$16,838,753	\$50,097,158

Six hundred eighty-nine Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One hundred twenty-one State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds, and provide base security and fire protection.

MISSION STATEMENTS

131st Tactical Fighter Wing. To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron. Train and administer assigned personnel and maintain equipment readiness to support the tactical air forces and to support emergency state or USAF requirements for communications or air traffic control facilities.

110th Weather Flight. Provide 24-hour per day tactical and nontactical meteorological services based upon USAF and US Army stated requirements for an armored cavalry regiment with an organic airfield, drop zone, or helipad. Provide weather support at an ACR airfield and augment forces for 24-hour weather support at an Army CONUSA.

231st Civil Engineering Flight. A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band. The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at St. Louis Lambert International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group. Provide a capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters, 157th Tactical Control Group. Command, organize, equip, administer, and train assigned elements of a tactical air control system to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

218th Engineering Installation Squadron. Accomplishes the engineering, installation, removal, and relocation of Ground Communications-Electronics-Meteorological (CEM) facilities. Performs serviceability certification and emergency and/or programmed on-site maintenance and modification of CEM equipment.

131st Civil Engineering Squadron (OLES). Recruit, train, equip, and administer Prime BEEF teams for worldwide deployment and employment. Ready to provide a broad spectrum of civil engineering operations and maintenance services in support of the USAF/ANG mission within 28 hours notice.

121st Tactical Control Flight. Provides a combat ready forward air control post to the Tactical Air Command System. Its mission is to provide radar surveillance deep into hostile territory by command control of strike, reconnaissance, and air defense fighters in the forward battle area. Completely self-sustaining in the field, the unit provides its own electrical power, food services, medical support, transportation, communications, and maintenance support.

STATE EMERGENCY MANAGEMENT AGENCY

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capacity to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950's. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislative Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. In FY 88, 16 counties in Southwest Missouri were affected by one of the worst winter ice storms in several decades. The storm occurred over the Christmas-New Year holiday period, when area residents were left without electricity for several days.

The State Emergency Operations Center (EOC) was activated on December 26th and continued around the clock staffing through January 1st to monitor damage assessment and response efforts in conjunction with the Missouri National Guard.

More than 300 National Guard personnel served duty during the ice storm, distributing about 60 portable electric generators for emergency power to alleviate the threat to life and public safety in the 16 county area.

For the remainder of FY 88, weather conditions were such that the Plans and Operations Branch was able to concentrate on other activities. Work commenced on the revision of the State Emergency Operations Plan which is scheduled for completion during FY 89. Seventeen local emergency operations plans were also developed.

SEMA continued to implement the Integrated Emergency Management System in Missouri. The Multi-Year Development Plan was updated and submitted to FEMA in January.

SEMA also organized, coordinated, and conducted four state emergency operations exercises in FY 88. Two dealt with nuclear power plant accidents, one with earthquakes, and the other with national security.

The agency continues to assist Local Emergency Planning Committees (LEPCs) as they develop hazardous material contingency plans required by SARA Title III. The SEMA Haz-Mat planning section has been reviewing these plans and returning them with suggestions/recommendations.

The agency has conducted a series of Hazardous Materials Planning Workshops around the state to explain SARA Title III planning requirements and proper formatting. Follow-up meetings are being scheduled to further assist the LEPCs in finalizing the plans.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities in local jurisdictions throughout the state. Training courses are made available to public officials. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

One hundred forty training activities were conducted during FY 88, with a total of 1,276 participants completing courses (this includes 288 participants in the radiological series). Another 11,000 representatives of local government participated in emergency management exercises conducted by SEMA. A large number of local governments also conducted exercises without direct aid from SEMA. A total of 108 exercises were conducted throughout the state.

Also conducted were courses in the Professional Development Series for Emergency Management. These courses include: Introduction to Emergency Management; Emergency Planning, Leadership, and Influence; Decision Making and Problem Solving; Effective Communications-Creative Financing; and Developing Volunteer Resources.

Other courses conducted were three Exercise Design sessions, one Multi-Death Disaster Response Workshop, an Instructional Techniques Course, and three Local Hazard Mitigation Planning Workshops.

FEMA emphasized radiological preparedness courses that trained local personnel to deal with peacetime emergencies as well as attack related emergencies. Twenty Fundamentals Courses for Radiological Monitors were conducted for 175 persons across the state. Two Fundamental Courses for Radiological Response Teams were held with a total of 42 participants. One

Radiological Monitor Instructors Course was offered with an attendance of 35. One course to help hospitals deal with handling radiation accident victims was held. This is called the Hospital Emergency Department Management of Radiation Accidents Course. Twenty-two people attended.

Tabletop Emergency Operation Center exercises and full scale exercises were held throughout the state with SEMA providing assistance. Nearly 11,000 local government officials participated in these exercises. The exercises varied from a simple two-hour tabletop to eight-hour full scale exercises. Participants included elected officials, fire and law enforcement personnel, emergency medical services, emergency management coordinators, public works officials, and private sector personnel. Through these simulated situations, local and state government officials will be better prepared for real emergencies and disasters.

The first civilian exercise (CIVEX) for national security/nuclear attack preparedness was conducted in June. About 20 local jurisdictions and the state EOC participated in the four-day exercise with the federal government.

With the passage of federal laws regarding hazardous materials, the state was awarded funds for training purposes. Our agency, Central Missouri State University, and the University of Missouri Fire and Rescue Training Institute conducted several new courses to local emergency planning commissions first responders and state officials. These courses included: Hazmat Recognition and Identification (23); Hazmat Incident Analysis (19); Public Officials Conference on Hazardous Materials (7); The Pesticide Challenger (7); and Train-the-Trainer Courses (6). There were a total of 2,295 participants to attend these courses.

PUBLIC INFORMATION. The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing, and dissemination of information; photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels. A primary vehicle in carrying out this mission is publication of the quarterly SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors, information about state and federal programs, and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies, or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Among the programs highly publicized by SEMA in FY 88 was the comprehensive federal requirements for hazardous material planning and training under SARA Title III. Public information was used to help inform local Emergency Management Directors and the general public about various provisions of Title III legislation and its impact on hazardous material response in the state. In FY 88, more than 60 Local Emergency Planning

Committees (LEPCs) began work to develop hazardous material response plans under key provisions of the federal legislation. At the same time, Missouri was awarded \$48,887 in federal grants to support improved training in state and local hazardous material programs.

The aftermath of a huge Christmas Eve-New Year's Day ice storm in Southwest Missouri was the subject of a major public education effort by SEMA and the Department of Public Safety. The appeal was designed to educate Missourians about the need for back-up electrical power particularly for hospitals, nursing homes, other businesses and dairy operations which rely heavily on electricity. The ice storm affected 16 counties in the Missouri Ozarks and knocked out electricity throughout the area for several days. The storm prompted a State of Emergency declaration by the Governor on December 26, along with the mobilization of National Guard units with portable generators to supply emergency power for crucial needs. A regional public hearing on January 15, 1988, in Springfield produced key recommendations for dealing with such future storms, including the need for more portable generators from private sources.

RADIOLOGICAL INSPECTION/MAINTENANCE & CALIBRATION. The Radiological Inspection/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for this contract year was \$76,235, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 48,963 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,000 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. Members of RI/M&C are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM (RPP). The purpose of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of radiation exposure. This includes both nuclear attack and peacetime radiological emergencies, i.e., transportation, nuclear power plants, laboratories, etc.

Such protection is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological emergencies.

There have been several thousand persons trained in radiological monitoring during the last twenty years. Many are no longer in the program but new personnel are trained throughout the state each month. Radiological Defense Officers and Radiological Monitor Instructors are being trained to meet local jurisdiction's needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

ALL HAZARD PLANNING. Guidance and assistance is provided to state and local government agencies in the development, exercising, and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 88, plans were developed or exercised in 16 counties and 33 cities.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 88. Surveys were conducted in St. Louis County and St. Louis City.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communication needs for SEMA, the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wireline or radio communications with local and federal agencies:

- (1) Federal National Warning System (NAWAS)
- (2) Federal National Voice System (FNAVS)
- (3) Federal National Teletypewriter System (FNATS)
- (4) Federal National Radio System (FNARS)
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System - Teletype (MULES)
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System
- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Citizens Band Radio Service
- (15) Emergency Broadcast System Remote Pickup Unit
- (16) Conservation Commission Radio System
- (17) Communications Recording System
- (18) A telecopier (Fax) to receive pictures and printed documents by a telephone radio system
- (19) Federal Highway Administration, US Department of Transportation Emergency communications radio system
- (20) Civil Air Patrol capability
- (21) Operation Secure HF radio and teletype system
- (22) Nuclear Power Plant radio repeater system at two sites

- (23) Data communications terminals using wireline and radio transmission
- (24) Statewide administrative emergency 45.12 mobiles used by locals
- (25) Corps of Engineers SSB shortwave radio for river and flood stage readings

Six communications/warning exercises were conducted in FY 88 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Two exercises were in nuclear power plant planning, while the fourth and fifth were with the Federal Highway Administration and State Highway and Transportation Department, and the CIVEX 88 exercise was with the locals and FEMA.

MOBILE EMERGENCY OPERATING CENTER. SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a radio repeater with telephone interconnect, and a trailer-mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the relocatable base station for the Callaway and Cooper Nuclear Plant yearly exercises. It is also equipped with a facsimile unit.

Some of the major benefits from this unit are the use of the tall antenna on the repeater allowing the SEMA field teams to range up to 15 to 20 miles apart using handi-talkies and to make telephone calls with credit cards.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive and repair and replacement costs of emergency communications and warning systems and EOC equipment.

No federal funding was provided for this program during FY 88.

WARNING AND COMMUNICATIONS SYSTEMS. This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

Federal funding provided for this program during FY 88 was \$9,703.00

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protection of property, and restoration of government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds

to eligible subdivisions for allowable costs such as architect/engineer fees for design, life support systems, communications equipment for direction and control, electromagnetic pulse protection, and display equipment for operations room.

No federal funding was provided for this program during FY 88.

BUDGET. SEMA was appropriated \$312,586.00 from state general revenue funds for the fiscal period July 1, 1987, through June 30, 1988. These funds were matched with funds from the Federal Emergency Management Assistance program as follows:

	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$239,372.00	\$239,372.00	\$474,744.00
Expense & Equipment	<u>73,214.00</u>	<u>73,214.00</u>	<u>146,428.00</u>
	\$312,586.00	\$312,586.00	\$621,172.00

Total federal funds disbursed by this agency during the 1988 fiscal year, July 1, 1987, through June 30, 1988, in support of various programs: \$3,835,829.00

OFFICE OF AIR SEARCH AND RESCUE

This office was created within the military division of the executive department, Office of the Adjutant General, by the Missouri Legislature in 1979. The commander of the Civil Air Patrol, Missouri Wing is the exofficio head of the office.

The Missouri Wing, CAP, is an all volunteer organization comprised of approximately 590 senior members and 452 cadets assigned to 32 units in the state. Missions performed include search and rescue operations; assistance in national, state, and local disasters requiring air transportation; damage assessments; communications; and similar emergency service activities. Mission assignments are originated by the 10th Air Force, the 5th Army, or the State Emergency Management Agency. Mission authorization is issued by the Air Force Rescue & Recovery Service located at Scott AFB, Illinois, and by other agencies with which Memorandums of Understanding are in existence.

Resource capability includes the following:

Communications

- * 68 HF land stations, fixed and mobile
- * 210 VHF FM stations, fixed and mobile
- * 241 Total stations operating on USAF authorized frequencies
- * 5 Fixed station VHF FM Repeaters. Kansas City, Springfield, Jefferson City, Sedalia, and St. Louis
- * 2 Mobile VHF FM Repeaters capable of airborne operation
- * 11 Direction Finding Units, hand held, for ELT search

Aircraft

- * 4 Cessna Skyhawks, C-172. Corporate owned and equipped for IFR operation. Each is equipped with ELT Direction Finders and VHF FM radio equipment.
- * 78 Member owned aircraft, single and multi-engine. Some are equipped for ELT search and VHF FM communications. These aircraft are generally available to supplement the corporate aircraft when required.

Vehicles

- * 21 Corporate owned vehicles including three 12-passenger vans.
- * Unknown number of member owned vehicles which can be used on CAP authorized missions. The number probably exceeds 100 and they range from the family sedan to 4-wheel drive vehicles.

Flight Crews

- * 130 licensed pilots on roll. At any given time, approximately 70 percent of those on roll meet flight currency requirements for CAP missions. A flight crew normally consists of pilot, observer, and scanner. All must meet the annual and/or biannual training and currency requirements to participate in a mission.

Ground Teams

- * There are 21 recognized ground teams consisting of a Team Leader, one person with advanced first aid or EMT rating and one or more cadets. Each team has a vehicle, communications and the ability to be self-sustaining for up to 24 hours. Like the flight crews, the ground teams have biannual training and currency requirements.

Goals for FY 89

1. Add two new VHF-FM repeaters to complete coverage across the state.
2. Establish packet radio data transmission capability on HF and VHF radio.
3. Install LORAN C equipment in corporate aircraft.
4. Complete computerization of Emergency Service database.
5. Increase Cadet and Senior membership by 5% and add two new squadrons.
6. Enhance operations readiness of air and ground crews through expanded training activity.

DIVISION OF VETERANS AFFAIRS

The Division now operates three Missouri Veterans Homes located in St. James, Mount Vernon, and Mexico. A fourth home is under construction in Cape Girardeau and should be completed in 1989.

The state veterans cemeteries have been approved and the first site has been selected. Land has been donated in the Kansas City area.

A fifth Missouri Veterans Home in North St. Louis is being planned. State funds have been appropriated for the designing phase of the home.

Fiscal Year 1988 *Appropriation Summary

	FY 88 GENERAL REVENUE	FY 88 HOME FUND	FY 88 TOTALS
Administration/Service to Veterans			
Personal Services	\$1,003,244	\$ 30,672	\$1,033,916
Expense and Equipment	<u>131,229</u>	<u>4,800</u>	<u>136,029</u>
TOTALS	\$1,134,473	\$ 35,472	\$1,169,945
St. James Home			
Personal Service	\$ 636,466	\$1,785,279	\$2,421,745
Expense and Equipment	58,055	774,980	833,035
Capitol Improvement	<u>47,146</u>	<u>80,800</u>	<u>127,946</u>
TOTALS	\$ 741,667	\$2,641,059	\$3,382,726
Mount Vernon Home			
Personal Service	\$ 135,389	\$ 849,016	\$ 984,405
Expense and Equipment	<u>123,957</u>	<u>680,544</u>	<u>804,501</u>
TOTALS	\$ 259,346	\$1,529,560	\$1,788,906
Mexico Home			
Personal Service	\$ 675,297	\$1,165,385	\$1,840,682
Expense and Equipment	34,502	619,146	653,648
Capitol Improvement	<u>6,799</u>	<u>59,500</u>	<u>66,299</u>
TOTALS	\$ 716,598	\$1,844,031	\$2,560,629

*Appropriation is less Governor's withholding.

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